

NPIC ROUTING SLIP

FROM: Chief, IPD

DATE: 11 June 64

	TO	INITIALS	DATE	REMARKS
DIR				
DEP/DIR				
EXEC/DIR	X			
ASST FOR ADMIN				
ASST FOR OPS				
ASST FOR PA				
ASST FOR P&D				
CH/CSD				
CH/IPD				
CH/PD				
CH/PSD				
CH/TID				
CH/CIA/PID				
CH/DIA/XX-4				
CH/DIA/AP-IP				
CH/SPAD				
LO/CGS/CIA				
LO/NSA				

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IPD/NPIC-16-64  
11 June 1964

MEMORANDUM FOR: Executive Director, NPIC

SUBJECT : Comments on PAG/Ops

Problem

To assess the consequences for the IPD of the split in responsibility between the Assistant for Photographic Analysis and the Assistant for Operations and to determine those areas where guidance is insufficient for effective operation.

Assumptions

1. That all work can be arbitrarily divided into three categories:

National PI products and services  
Departmental PI products and services  
Non-PI products and services

PI products and services by definition require work by photo-interpreters for completion.

Facts

1. The IPD is a service division supplying computer and mathematical modeling services to the other Staffs, Divisions, and Detachments within NPIC. IPD maintains files of information and manipulates these in accordance with the wishes of the elements responsible for the content of the files. Requests for data from these files originated by components other than those responsible for the file are routed through the responsible component. The responsible components review for accuracy and completeness either the final products or proof copies of the final product prior to release for publication or dissemination. (A few exceptions will be discussed below; see 2.a, b, c.)

2. There follows a list of the major types of data processing done by IPD, the categories they fall under, the responsible components, and comments regarding the amount of guidance and review received.



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- a. Immediate Readouts (OAK, IPIR, MCI) (National PI)  
Component Responsible: PAG

Proof copies of new reports are approved by the Project Coordinator prior to publication. Thereafter the reports are disseminated in various forms (including cumulations with previous reports) at various times without further review by PAG. Errata published subsequently are not necessarily reflected in the machine records.

- b. Specialized Readouts (VISS, TAS, MILOB, etc.) (National PI)  
Responsible Component: PAG

Comments in a above apply.

- c. Measurements (National and Departmental PI)  
Responsible Component: TID

Although TID is charged with formal responsibility for measurements, the real-time system will permit PAG, PID and DIA-AP to make their own measurements directly. The orbital and frame parameters upon which the calculations are based and the mathematical models used in the real-time system will be reviewed by TID for reasonableness; the accuracy of actual measurements, however, will depend upon the care used in pointing and will be subject to review only by the operating component. The frame parameters kept on-line and immediately available to remote stations will be determined by IPD on the basis of machine capacity and missions being most used for mensuration.

- d. Target Briefs (Non-PI)  
Responsible Component: CSD

With the exception of products disseminated on magnetic tape, all runs are spot-checked by CSD prior to dissemination.

- e. Indexes (All Source, Graphic Aids, VISS, etc.) (Non-PI)  
Responsible Component: CSD

Comments under d above apply.

- f. Management Information (Non-PI)  
Responsible Components: Ops Staff

- g. Miscellaneous Administrative Reports (Non-PI)  
(Contract Status, Telephone Book, Time Correlations,  
Security Lists)  
Responsible Components: Admin Staff, NPIC Divisions,  
Detachments

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H. Minicard Searches (Non-PI)  
Responsible Component: CSD

In the above three cases (f,g,h) IPD's work is reviewed by the responsible components prior to release.

3. In order to perform its work IPD must know the following:

- a) Job to be done
- b) Time needed
- c) Relative priority
- d) Responsible component and representative authorized to approve.

Discussion

*need authority*  
1. The time when a job is needed (as contrasted with when it is wanted) is the normal basis used for scheduling within IPD. Every effort is made to meet "need" dates; only when this is impossible is it necessary to determine the relative priority of outstanding jobs. In this context priority becomes a measure of the seriousness of the consequences of not meeting a "need" date. National PI projects normally take precedence over Non-PI and Departmental Projects. In most cases the relative priority is obvious from the nature of the work; very rarely is it necessary to determine priorities between two national-PI projects, for example, and should it be necessary the Assistant for Photographic Analysis provides the answer. Similarly, the Assistant for Operations can resolve conflicts in priorities of requests for Departmental and Non-PI work.

2. As the EDP workload continues build-up, however, a mechanism may be needed to determine more precisely the relative priority between categories of projects. I believe most scheduling problems can be worked out by consultation with the responsible components concerned on the basis of existing ground rules; the rare case that cannot, and that crosses National, Departmental, and Non-PI categories, will have to be taken to the Executive Director for resolution.

3. Problems concerning the job to be done are two-fold: Adaptations of existing procedures to new situations; and the development of new procedures. Not infrequently PAG unilaterally modifies a report format or reporting procedures without consideration of the effects the modifications have on related procedures. For example, the use of an MCI format for the reporting without considering the fact that MCI's are now divided into three sections. This resulted in MCI's which had more dividers and cover pages than text pages and necessitated resurrecting former MCI procedures.

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*need for more coordination, arbitrating in PAG*

4. The second problem--that of developing new procedures and report formats--is one which requires considerably more attention and coordination than it is now given. PAG has been developing new reporting formats unilaterally with little coordination with other components concerned. In many cases wide coordination of the basic concepts at an early stage of development would eliminate later modifications when other components necessarily become involved.

5. These problems reflect a need for close coordination between IPD, PAG, and the other support divisions. To this end, I have appointed [redacted] as our chief liaison with PAG for all problems concerning modifications to established report generation procedures. I have further asked [redacted] to establish an ADP Subcommittee of the Production Board which can review initial systems designs and coordinate their development. I believe these two steps will help to alleviate the problems concerning jobs to be done.

*Pose a good problem - need forum on Center-wide problems*

6. The Production Board has been established as a replacement for the Operations Board, which was discontinued at the time the responsibilities of the Assistant for Operations and the Assistant for Photographic Analysis were realigned. The Production Board has served primarily for scheduling of national PI work, whereas the Operations Board served as a forum not only for scheduling but for the review of existing Center-wide procedures and the development and coordination of new procedures. There is still a need for a forum to air and evaluate recommendations for new procedures which affect all components of the Center. The Friday NPIC Staff Meetings serve primarily to dispense information, whereas the Operations Board focused more on problem solving. Either the scope of the already long Staff Meetings needs to be broadened further, the Operations Board reactivated, or additional ad hoc meetings need to be called to insure that all components of the Center keep at the same pace.

#### Conclusions

1. As far as the Information Processing Division is concerned, adequate guidance is received from the components responsible for the data files maintained and for the jobs to be done.

2. Steps are being taken to strengthen the coordination of new systems design efforts.

3. Most scheduling and priority conflicts can be resolved on the basis of need dates and category of work. The rare case that cannot be can be referred to the Executive Director for resolution.

[redacted]  
Chief, Information Processing Division,  
NPIC

Orig & 1 - Addressee  
2 - IPD

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